

MEMORANDUM FOR THE RECORD

SUBJECT: Meeting Re Options for USIB Reorganization,  
18 March 1976, 1500 Hours, ICS Tank,  
CIA Headquarters Building

ATTENDEES: Mr. George Bush, DCI; Mr. E. H. Knoche, AD/DCI/IC;  
Mr. George A. Carver, Jr., D/DCI/NIO; Mr. Richard Lehman, Assistant  
to the Director [REDACTED]

[REDACTED]

The meeting began with a five minute run down by [REDACTED] re-  
garding comments on the reorganization received from USIB Principals.  
[REDACTED] then briefed the highlights of the ICS paper on options for  
reorganization, dated 18 March 1976 during which a number of questions were  
asked and subjects raised:

- The general consensus seemed to be a one board concept  
leaning toward Option I, but without specific description  
of where each of the present USIB Committees would fit.
- Mr. Bush seemed to like the concept of having DCI  
Committees which would be flexible and responsible to  
the DCI, the CFI, and the USIB replacement.
- Mr. Bush said that, candidly, he did not understand the  
USIB Committee structure as well as he should and did  
not feel comfortable with that lack of knowledge. In  
this connection Mr. Knoche suggested setting up a meeting  
with him and all the committee chairmen at some early  
date.
- Mr. Bush added that he frankly did not feel too comfortable  
with the USIB meetings. He commented that they seemed  
too pro forma. He wondered if maybe two meetings per  
month might be more productive.

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The DCI asked if the old USIB was abolished because of general dissatisfaction with its performance or some other reason. Mr. Knoche responded that, while there was some dissatisfaction with USIB, he understood that the basic reason was to give the new DCI a free hand to reorganize intelligence community boards and committees as he saw fit. He observed that the USIB Committee structure actually was more rational and worked better than one might think from looking at a wiring diagram.

- Mr. Carver noted that the current USIB structure had evolved over years of bureaucratic buffeting and pragmatic solutions, a la the British Constitution, and that the result was a functional but not perfect organization.
- Mr. Bush had no particular problems with Option I or II but said he would like to take a look at what he described as a somewhat more radical solution or at least to be sure that we had not overlooked the possibility of a viable, but quite different, solution.
- It was generally agreed that, within this one board solution, much more emphasis should be placed in producer/consumer research assessments. Special meetings might be held on this subject and members, e.g. DIA and State, might be tasked specifically to report on the needs and problems of the key consumers in their departments.
- There was discussion about the need for committee reform and review. It was agreed that this might be necessary and useful but that it was not directly related to USIB reorganization and could be taken up in the context of whatever solution was decided upon.
- In regard to somewhat more radical solution, Mr. Carver suggested a closer look at the membership. He wondered if ERDA and FBI membership was necessary. FBI lack of interest or responsibility in the great bulk of items was noted. Mr. Knoche agreed that, on a low key, he would chat with the FBI to see if they really were interested in membership in a successor organization.

- Mr. Bush noted that the membership might be affected by the current reorganization under consideration in DoD and indicated that he would be asking Mr. Ellsworth about this. Mr. Knoche pointed out that he thought this would come out at tomorrow's CFI meeting.
- A core membership was discussed which would include only CIA, DIA and State with other members coming in, in accordance with their interests. Following discussion it was agreed this was not a very practical solution. The point was made of the advantages perceived by all intelligence community principals of access to the DCI at one table. This is also a two way flow and it is an advantage to the DCI to get inputs and views from the USIB Principals. Mr. Bush seemed to accept the suggestion that, in the final analysis, how USIB meetings operate will be largely a matter of his own style.
- There was a discussion of State's suggestion regarding an early look at terms of reference for estimates in national intelligence.
- Mr. Bush indicated general satisfaction with the briefing and the proposals.

The overall agreement at the end of the meeting was that the ICS would flesh out Options I and II and take a look at the possibility of a somewhat more radical Option III. These would be ready for presentation to Mr. Bush soon after his return from Europe.



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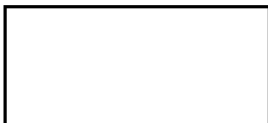
Distribution:

AD/DCI/IC (Knoche)

D/DCI/NIO (Carver)

Assistant to the Director (Lehman)

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